Government of the Northwest Territories

2007 Public Service Annual Report

Northwest Territories Human Resources

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2007 calendar year on the management and direction of the Public Service of the Northwest Territories in accordance with the *Public Service Act*.

Sincerely,

The Honourable Robert R. McLeod
Minister Responsible for the *Public Service Act*

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The sources for all statistics in this report are the Human Resource Information System (HRIS) and the GNWT Financial Information System (FIS), and does not include casual workers unless otherwise indicated.

The Workers' Compensation Board and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

- http://www.hr.gov.nt.ca/library/

For more information on the GNWT, please visit:

- http://www.gov.nt.ca

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MESSAGE FROM THE MINISTER

It is my pleasure, as Minister Responsible for the *Public Service Act*, to present the 2007 Public Service Annual Report. This report provides information on the management and direction of the Northwest Territories (NWT) public service and has been prepared in accordance with the *Public Service Act*.

The Government of the Northwest Territories (GNWT) celebrated its 40th anniversary in 2007. "Challenge, Change and Commitment. Reflections on 40 Years of the Government of the Northwest Territories" was released to highlight the progress of the GNWT. Throughout the last four decades, the Territorial public service has adapted to the expanding and ever changing economic, social, political and fiscal realities of the NWT by continually evolving as an organization to ensure residents of the North receive effective programs and quality service.

The continuing demands for increased health and social programs, community government and infrastructure development are ongoing challenges for the GNWT. These issues are further compounded by human resource management challenges faced by the NWT public service including recruitment pressures from a shortage of skilled and professional labour, employee satisfaction and engagement, compensation and benefits costs and development of northerners for leadership and management roles.

The NWT public service will continue to take advantage of new and online technologies to provide programs and services. Introduction of new technologies to help improve the efficiency and productivity of the public service continued in 2007 when the GNWT completed its move to a Human Resource Information System self-service model that provided employees with management of most of their personal and compensation information online. Moving to self-service has also helped the GNWT support the environment by reducing paper use for forms and pay advices. I would like to thank members of the public service for assisting in this transformation.

HUMAN RESOURCES ROLES AND RESPONSIBILITIES

The Minister responsible for the public service is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*.

The Public Service is responsible for the delivery of services to the public of the Northwest Territories such as: providing health care services, correctional and legal services, housing services, instructors and teachers, student and income support services, fire management services, land and property services, airport and highway services.

The Department of Human Resources is guided by its mission and vision:

Vision

The GNWT Human Resource Services is driven by a vision of:

Connecting with our clients to provide leadership and excellence in human resource management.

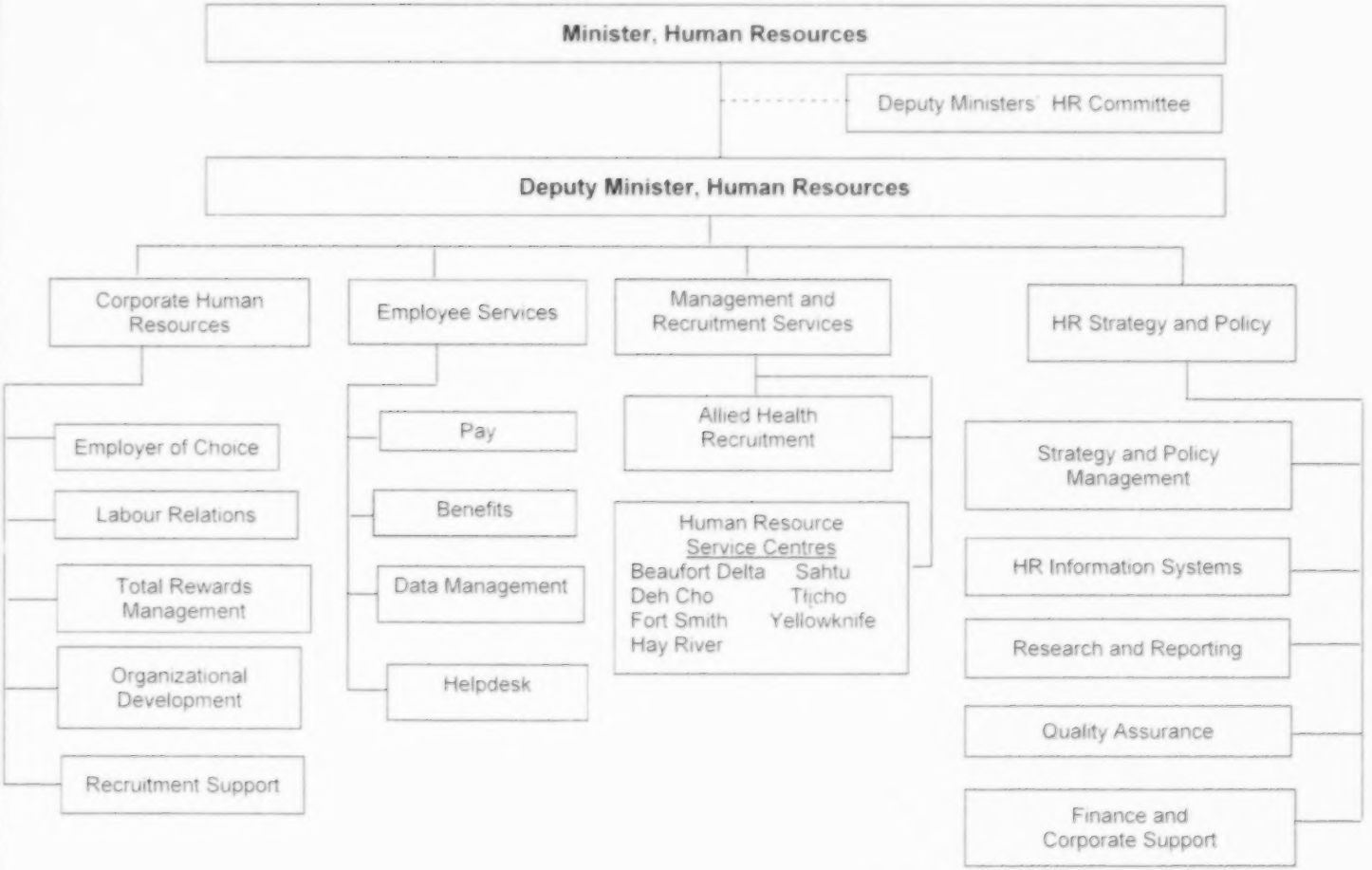
Mission

We will achieve this vision by focusing on a mission of:

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

A detailed chart showing how human resource functions are distributed throughout the structure follows:

Human Resources Roles and Responsibilities



FEATURES PAGE

Tlicho Cultural Team - Premier's Award for Excellence

Emergency Pile Foundation Repair Team -
Premier's Award for Collaboration

Intelligent Transportation System Website team -
Premier's Award for Excellence

HUMAN RESOURCES STRATEGY AND POLICY

The Human Resources (HR) Strategy and Policy Division is responsible for providing support to the rest of the department, through new initiatives and ongoing work in the areas of policy development, finance, communications, information systems, quality assurance, and long term planning.

Areas included in HR Strategy and Policy are:

- Strategy and Policy Management
- Human Resources Information Systems (HRIS)
- Research and Reporting
- Quality Assurance
- Finance and Corporate Support

Policy and Compliance

In 2007, a new online version of the Human Resource Manual (HRM) with search features was introduced. The HRM contains comprehensive information on human resource management within the Territorial public service. The guidelines and procedures apply to all employees of the Government of the Northwest Territories, its Departments, Boards, Councils, Corporations, Authorities and Agencies except where specifically stated in the application section. Review, revision and development of human resource management guidelines and procedures in the HRM is an ongoing process.

In 2007, the GNWT introduced compassionate care leave to allow employees to be absent from work for up to eight weeks to provide care or support to a gravely ill immediate family member at risk of dying within 26 weeks.

In March 2007, the Code of Conduct Respecting Conflict of Interest and Oath of Office and Secrecy for Employees of the GNWT were updated to reflect the shift in responsibilities to the Deputy Minister of Human Resources.

In late summer 2007, GNWT employees and employee representatives were asked to comment on the feasibility of whistleblower protection for the public service. The purpose of the consultations was to gauge public service interest in this type of protection for employees, and identify issues or concerns. Sixty-nine responses were received from employees, former employees and the UNW.

Legislative work focused on an amendment to the *Contract of Indemnification Exemption Regulations* to indemnify investigators, mediators and staffing review officers, who are contracted or appointed to provide services required under the Workplace Conflict/Resolution Policy or *Staffing Appeals Regulations* and development of regulations on equal pay for work of equal value under the *Public Service Act*.

Collective Bargaining

One of the most important functions of Human Resources is working with employees to determine the terms and conditions of employment. As part of this function, the GNWT carries out collective bargaining with representatives of the two bargaining units identified under the *Public Service Act*:

- The Northwest Territories Teachers' Association is the bargaining unit representing GNWT teachers;
- The Union of Northern Workers is the bargaining unit representing all other unionized GNWT employees; and

The Financial Management Board (FMB) approves the terms and conditions of employment for excluded and senior management employees and Deputy Ministers.

Union of Northern Workers (UNW)

In 2005, the GNWT negotiated a four year collective agreement with the UNW. The third year of a four year collective agreement with the UNW became effective on April 1, 2007.

Northwest Territories Teachers' Association (NWTTA)

In 2004, the GNWT negotiated a three year collective agreement with the NWTTA. The final year of a three year collective agreement became effective on April 1, 2007.

The Department of Human Resources also leads negotiations of physician in the NWT. These negotiations result in the master agreements for general practitioners and specialist physicians. In 2004, the GNWT negotiated a four year agreement with the NWT Medical Association. Work began in 2007 to prepare for the next set of negotiations due to begin in early 2008.

Workplace Conflict/Resolution

The GNWT recognizes the diversity of the public service and is committed to providing a workplace where all individuals are treated with dignity and respect in a non-discriminatory manner.

The *Workplace Conflict Resolution Policy (WCRP)* is in place to educate employees about the GNWT's expectation of respectful workplaces and provides, as a last resort, a dispute resolution mechanism. The WCRP includes procedures for filing a complaint and requesting an investigation into allegations of inappropriate conduct, especially those based on discriminatory grounds.

Investigations

The Department of Human Resources provides investigative services for the GNWT on human resources matters. This may include providing advice and guidance to Managers and other human resource professionals who are conducting an investigation, or undertaking a formal investigations under the Workplace Conflict/Resolution Policy or in instances where serious misconduct is alleged of an employee or a manager.

These investigative services are provided in accordance with the *Public Service Act*, collective agreements, the Human Resource Manual, *Access to Information and Protection of Privacy Act* and Manager and Excluded Employee's Handbooks and are intended to ensure that all employees are treated equitably and that human resource programs and services are being delivered appropriately.

In 2007, 14 complaints were filed under the WCRP. Two of the 14 were investigated. Twelve of the 14 were more fittingly addressed under the policy. Both were filed by employees against their immediate supervisor. One was an allegation of harassment based on a prohibited ground. The other complaint contained several allegations of abuse of authority.

A form for assisting employees in filing a complaint under the policy was developed and is now on the Human Resource's website.

In addition to assessing and investigating WCRP complaints, the staff investigator led or coordinated four major investigations into allegations of misconduct and one work unit review at the request of the respective departments, boards and agencies.

This year, a greater emphasis was placed on providing advice and feedback to managers and staff doing investigations of a less serious nature. Another focus was on the development of training material.

Human Resource Information Systems (HRIS)

In 2007, a number of projects were completed to help improve systems within Human Resources, Payroll and peripheral applications.

HRIS also completed an upgrade to the Payroll and Human Resources Oracle/PeopleSoft systems. The upgrade had several major objectives that were accomplished including; reduce the number of customizations, improve the use of delivered functionality and tighten security with a major reconfiguration of the security roles within the application.

HRIS also completed the roll-out of self service functionality to all remaining departments within the GNWT. This has also allowed us to reduce our impact on the environment by giving staff the ability to look at their pay stubs on-line saving the printing of thousands of pay stubs on a bi-weekly basis. In addition to completing the self service roll-out, the department also worked with the Technology Service Centre (TSC) to create the ability to have secure access from any internet connection, giving staff and management the ability to access the system from home or when travelling if desired.

Research and Reporting

The Research and Reporting unit provides research, analysis and summaries of human resource metrics and employee demographics.

In 2007, the unit prepared the 2006 Public Service Annual Report (PSAR) for tabling in the Legislative Assembly by March 2007, the earliest tabling of the PSAR to date. They also compiled and prepared monthly reports to all deputy heads on current human resource service activity, identified trends arising from the monthly reports and supported Quality Assurance through statistical analysis of relevant data.

Quality Assurance

Quality Assurance monitors and evaluates human resource services and activities to ensure delivery supports effective human resource management. They also provide guidance and feedback on human resource processes and procedures.

In 2007, the primary focus of this unit was involved in assisting with data clean up prior to the HRIS upgrade. A key initiative during this time was monitoring, assessing and identifying possible areas of concern with data and providing advice to frontline human resource staff on best practices to rectify these issues. Later in 2007, the unit focused on drafting processes and desktop procedures manuals to ensure consistency and accuracy on all functions performed by HR staff. This work will continue into 2008.

HR Corrections

This unit ensures that employee information in the Human Resource Information Systems (HRIS) is accurate through the timely and appropriate correction of data.

Some changes in HRIS involve complex actions such as deleting history – an action that permanently removes the information from the Peoplesoft production environment. This is referred to as "correction". Since July 2007, this unit has processed approximately 3000 data corrections. This unit provides research and findings to Quality Assurance on various projects.

Finance and Corporate Support

Finance and Corporate Support is responsible for providing comprehensive financial and strategic planning advice to the Deputy Minister and Senior Management team. It is also responsible for the development of the Department's Main Estimates, budget and expenditure control as well as records management, access to information and vendor relations and communications.

In 2007, the Finance and Corporate Support division ensured all financial related activities were coordinated, accurately, timely and followed through to completion. They provided financial analytical services and ensured the accurate and timely payments of invoices through enhanced vendor relations. The division also provided comprehensive financial and strategic planning, developed the departments main estimates, budget, and expenditure control. The Finance and Corporate support division works in a shared service environment with the Department of Executive. During the year the division defined the roles and responsibilities of the Executive shared services and that of Finance and Corporate support to determine efficient cross-functional roles.

Vendor Relations

Vendor Relations provides contract administration and oversight for the Department. Currently responsible for administering several programs which involve contracts including:

- Medical Travel Assistance
- Employee and Family Assistance Program
- GNWT Dental Plan

In addition, the Department also has contracts related to human resource systems, database administration and related functions.

The goal of the vendor relations area is to ensure that the GNWT and the Department are receiving value for money and getting the best service possible for their contract dollars.

In 2007, the Finance and Corporate Support division reviewed all of the contracts with the Department of Human Resources and transferred them to the new on-line Contract Registry. Steps have been taken to review each contract and to receive value for money and to get the best service possible for our contract dollars. Multi-departmental reviews are being considered to review cost saving measures for the Medical Travel Assistance and the GNWT Dental Plan programs through the contract review.

Communications

Communications provides communications planning advice and services ensuring that communications are managed in a strategic manner that effectively distributes information as necessary to all stakeholders and that messages are presented in a consistent and professional fashion in accordance with GNWT and department policies and guidelines.

Communications also maintains Human Resource's website presence including graphic design/layout services and communications support ensuring that the Human Resource section of the department's websites, publications, presentations and other communications present an image of quality and professionalism, and that they meet with design standards as set out by the GNWT and the department.

In 2007, communications work was aimed at enhancing the scope, variety and distribution of materials for HR's programs and services. With continuing updates to the Department's website and Intranet site, the distribution of posters, pamphlets and notices, as well as planning focused advertising campaigns for summer student and internship programs, we endeavoured to keep employees informed and interested in what was happening within the Department and the Public Service.

Access to Information and Protection of Privacy and Records Management

Records Management plans, designs, implements and improves the efficient and cost effective management and control of the department's records in all formats in order to ensure that information is properly stored and readily retrievable. They also develop, implement, monitor and control the comprehensive Access to Information and Protection of Privacy Program in accordance with the *Access to Information and Protection of Privacy Act (ATIPP)*, regulations, standards and guidelines.

In 2007, the Department of Human Resources responded to eight formal ATIPP requests for information. A total of 93 boxes of terminated employee records were sent for semi-Active storage in 2007. Work continued on assessing and properly storing records situation in the regional offices.

The Division continued with setting up and maintaining a Centralized Records Management System for Departmental Operational Records using ARCS and ORCS. The Department of Human Resources has three ORCS schedules approved and in operation at this time and development is ongoing for additional ORCS schedules.

CORPORATE HUMAN RESOURCES

The Corporate Human Resources division is responsible for the management and development of human resources policy, legislation and programming. The division provides strategic planning, reporting and statistical services. It also provides a monitoring and evaluation function through quality assurance to ensure effective human resource management.

Corporate Human Resources has a significant role to play in the development and retention of a northern public service. It is responsible for the specialized recruitment and retention of health care workers and the delivery of staff training and development.

Areas included in Corporate Human Resource Services are:

- Employer of Choice
- Labour Relations
- Total Rewards Management
- Organizational Development

Employer of Choice

The Employer of Choice Unit is responsible for the co-ordination, development and implementation of government-wide human resource management programs, initiatives and approaches including health and wellness; employee recognition; GNWT wide learning and development; affirmative action/employment equity; and staff retention.

Health and Wellness

Guidance and advice is provided to managers on matters related to health-related absences from the workplace, as well as promoting the effective and successful reintegration of the employee back into the workplace including situations where accommodation is required for employees with disabilities as outlined in the human rights legislation.

Research and analysis into workplace health issues and trends contributes to the development of appropriate policies and procedures to support employee health and wellness. During 2007, medical accommodations resulted in 94 employees returning to work.

Employee and Family Assistance Program (EFAP)

The EFAP provides assistance to GNWT employees, and immediate family members to deal with personal problems that affect their well-being or the employee's job performance. The program is confidential and voluntary. Counsellors are available to assist individuals to deal with anxiety and stress; depression; grief; anger; financial problems; abuse; self-esteem; substance abuse and workplace problems.

An EFAP Advisory Committee oversees the program and is responsible for:

- Advising on policy and procedures;
- Evaluating objectives and services;
- Contractor selection; and
- Financial accountability.

In 2007, through Government contracting procedures, a new service provider, Shepell fgi, was awarded a 3 year contract starting April 1, 2007. During the first nine months of the new contract, the rate of utilisation was 7.6%; representing an increase of approximately 20% compared to the previous year. In the first nine months, 413 individuals took advantage of the program:

- 76% from Yellowknife;
- 24% from 35 other communities;
- 92% were employees;
- 8% were dependants; and
- 96% of the cases were non urgent and none were life threatening.

Employee Recognition Program

The Employee Recognition Program provides effective mechanisms to recognize the service and achievements of GNWT employees.

Long Service Awards

Long Service Awards Ceremonies were held in Yellowknife and Regional Centres in 2007 during which employees were recognized as follows:

Years of Service	Number of Employees
5	206
10	110
15	48
20	105
25	37
30	8
35	7

Premier's Awards

The *Premier's Award for Excellence* was introduced in 2003 to recognize and reward the outstanding achievements of individuals and teams within the GNWT who strive for excellence in the workplace. In 2007 the Premier awarded three individual and two team awards; recognizing the efforts of 16 devoted public servants.

The *Premier's Award for Collaboration* was introduced in 2007 to recognize the outstanding achievement of teams that include both Government of the Northwest Territories' employees and other territorial residents who work in partnership to improve services within the Northwest Territories. In its first year the Premier awarded two team awards; recognizing the efforts of 22 individuals.

Exit Interviews

Employees who leave their positions have the chance to complete an exit interview. Participation is voluntary. Exit interviews provide useful information to address employee needs and improve working conditions. In 2007, a total of 111 exit interviews were received compared to 76 in 2006.

Learning and Development

In consultation with managers, the Employer of Choice unit identifies, develops and implements a range of learning and development opportunities for employees of the GNWT Public Service to assist in ensuring employees have the necessary knowledge, skills and abilities for the effective performance of their duties.

A Training Calendar is available on the GNWT web site for employees to register on line. In 2007, 106 workshops and courses were delivered to 742 participants.

Management Skills Series

Every manager needs a core set of skills and information in order to deal effectively with their staff, their budgets, the organization and their clients. The Management Skills Series was created to address this need as part of our commitment to improving and enhancing the knowledge and skills of managers. The series offers a group of in-house workshops designed to provide GNWT-specific skills for new and current managers. The courses are offered as half or full day sessions so managers can pick up the series in a year's time without having to take a full week away from the office.

In 2007, 50 workshops aimed at developing management skills were held with an average of ten participants per workshop.

Management Development Program

The University of Alberta delivers the Management Development Program aimed at Emerging, Middle and Senior Managers. The content of each program is adapted to the specific level of management with each program consisting of five 2-day sessions spread out over 18 months. In 2007, 23 participants in the emerging managers' stream received certificates; the middle managers' stream had 30 participants that are scheduled to complete the program in January 2008; and the senior managers' stream is scheduled to start a new program with 28 participants in January 2008.

Affirmative Action

The Government of the Northwest Territories (GNWT) is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy in an attempt to meet this goal.

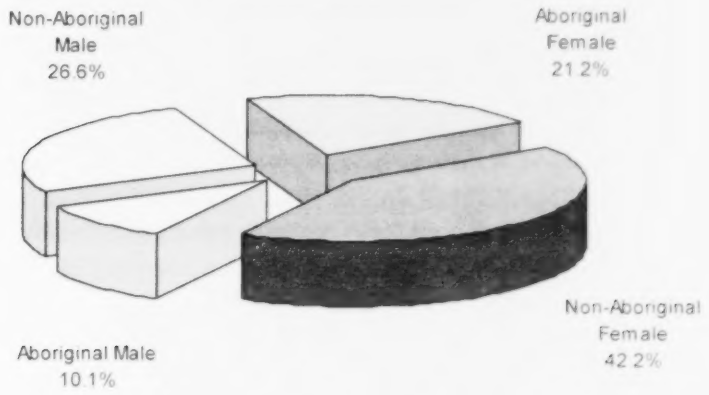
The GNWT give preference in employing the following groups:

- Indigenous aboriginal persons;
- Indigenous non-aboriginal persons;
- Resident persons with disabilities; and
- Resident women in management and non-traditional occupations.

The Department of Human Resources is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations. A report is produced annually on hiring practices in the department in an effort to monitor the effectiveness of the policy.

At the end of 2007, there were 1,475 indigenous aboriginal employees representing 31% of the public service. Women represented 33% of senior managers with 66 female employees in senior management. There were 29 indigenous aboriginal senior managers, which represented 15% of employees in senior management.

Employees by Aboriginal Status and Gender, at December 31, 2007



Staff Retention

The GNWT values the members of its public service and the work that they do. The Staff Retention Policy outlines the GNWT's commitment to the retention, retraining and development of existing staff and provides a proactive approach to assisting staff whose positions have been eliminated due to organizational change. Under the Staff Retention Policy, affected individuals are provided with re-employment support for eight weeks prior to, and 13 weeks after receiving an official layoff.

In 2007, ten individuals were considered eligible under the Staff Retention Policy. Of the ten, six were redeployed, two received separation assistance, one received education assistance and one was still active on the list at the end of the year.

Education Leave

An employee who wishes to take full-time post-secondary studies lasting at least one academic year or to take academic upgrading to qualify for post-secondary studies may apply for Education Leave. The studies must be taken at a recognized Canadian university, college or technical institute. Approval of Education Leave is subject to budgetary constraints but, when granted, provides a guarantee of re-employment after completion and may, with Deputy Head approval, provide partial allowances in lieu of salary. At the end of 2007, there were 47 employees on education leave with pay and 24 employees on education without leave. A total of 71 employees were on education leave during 2007.

Employee Documentation and Orientation

Documentation

The Department of Human Resources documents all new employees, including summer students providing the following information:

- Oath of Office and Secrecy;
- Conflict of Interest;
- Affirmative Action;
- Use of Electronic Mail and the Internet;
- Harassment;
- Political Activity;
- Employee and Family Assistance Program;
- Violence in the Workplace; and
- Occupational Health and Safety.

GNWT Orientation

A GNWT orientation for new employees was introduced in 2007. The orientation provides new employees with information on:

- the Northwest Territories;
- the Structure of Government and the Political Environment;
- the Structure of the GNWT including an overview of each Department;
- Employees' Rights and Responsibilities;
- Employer Rights and Responsibilities; and
- Highlights on the GNWT's Compensation Package.

Departmental Orientation

Each department, board and agency is responsible for providing new employees with a departmental orientation including hours of work, shift schedules and call back information.

Mentorship Programs

The GNWT offers formal mentorship programs for new employees in the areas of nursing, social work and teaching with a goal toward improving retention and reducing employee turnover. Mentors who are long-term employees are paired with new employees to provide them with support and assistance during the transition into the workplace and new community. Mentors are provided with additional compensation for these added responsibilities. New nurses and social workers are assigned mentors as required. In 2007, 75 new teachers were provided mentors.

Transfer Assignments and Secondments

Transfer assignments are a tool used by the GNWT to provide employees with opportunities to broaden their work experience and gain knowledge of other departments/units. These temporary work placements also allow the GNWT to meet short-term human resource needs that cannot be met through the open competition process. During 2007, 315 employees took a transfer assignment, of these, 238 employees were still on transfer assignment at the end of 2007.

Secondments involve the temporary assignment of a government employee to a position in an outside organization or a non-government employee to a position within government. During 2007, two employees were on secondment from the GNWT, of these, one was still on secondment at the end of 2007.

Labour Relations

Labour Relations provides interpretations and advice to departments, authorities and agencies with issues that arise from the employment relationship. Labour Relations also provides ongoing training to managers and supervisors concerning the GNWT Code of Conduct and the grievance process. The Legal/ Legislative Framework includes:

- *Public Service Act* & Regulations;
- *NWT Human Rights Act;*
- *Safety Act;*
- *Union of Northern Workers' Act;*
- *Northwest Territories Teachers' Association Act;*
- *Arbitration Act* and Arbitration Jurisprudence;
- *Education Act;*
- Civil Court Decisions; and
- Excluded Handbook and Managers' Handbook.

Labour Relations Training

In 2007, Labour Relations provided supervisors and managers with training in Inuvik, Fort Smith, Norman Wells, and Yellowknife.

Grievances and Arbitrations

The grievance and arbitration processes are important tools used in the resolution of disputes between employees or the unions and the GNWT.

Grievances

Grievance is a statement of dissatisfaction, usually by an individual but sometimes by the Union or management, concerning the interpretation or application of a provision of an act, or regulation, direction or other instrument made or issued by the Employer dealing with the terms or conditions of employment, a provision of the Collective Agreement or Arbitral Award, disciplinary action, dismissal and letters of discipline.

In 2007, there were 107 grievances filed.

Arbitrations

There are two types of arbitration: expedited and formal. Expedited arbitration allows grievances to be heard and decided relatively quickly. They are less complex, specific to an individual grievor, limited evidence and no witnesses. Although awards given through the expedited process are binding, they are not precedent setting. Formal arbitrations are more complex, have a wider impact, and require testimony from witnesses. Formal arbitrations are precedent setting and form part of the Collective Agreement.

In 2007, 113 arbitrations were filed. Of these, 38 arbitration files were closed including six ineligible for arbitration, seven withdrawn, 17 settled prior to arbitration, three settled at arbitration (expedited) and five settled at arbitration (formal).

Total Rewards Management

The Total Rewards unit is responsible for planning, developing, recommending, implementing and coordinating innovative compensation and benefit programs. The unit provides the analytical/research support required to implement total reward strategies, compensation costing and advises on compensation/benefit related issues. The Total Rewards unit is also responsible for the administration and operation of the Hay method of job evaluation for all public service positions in the GNWT (except teachers and deputy ministers).

Job Evaluation

All public service positions in the GNWT (except teachers and deputy ministers) are evaluated using the Hay Method of job evaluation. This process evaluates jobs on skill, effort, responsibility and working conditions. The section ensures that appropriate job evaluation procedures are developed and implemented, and is responsible for providing technical expertise in job evaluation. In 2007, there were 340 new positions evaluated, 47 positions upgraded, 88 positions downgraded and 194 positions that required no change. Job evaluation inactivated 184 positions and reactivated 50 positions.

Job Evaluation Appeals

Appeal mechanisms exist to allow employees who are members of the bargaining unit or who are excluded from bargaining unit membership to appeal the evaluations of their jobs. Fourteen job evaluation appeals were heard and three appeals outstanding.

Compensation Research

The Total Rewards Unit is responsible for designing, developing and conducting research to provide information, analysis, alternatives and recommendations on the development and/or amendments to compensation programs.

Benefits Analysis

The Total Rewards Unit is responsible for analyzing, designing, developing and making recommendations on the creation of new, or on changing existing, GNWT wide benefits programs to ensure that the GNWT employee benefits package remains current, competitive and is in keeping with the GNWT's strategic objectives.

Organizational Development

Guidance and advice is available to senior management in bringing about planned change to increase an organization's effectiveness. When organizational changes are required to align the organization with strategic direction, new programs, program growth or staff development advice and guidance with respect to human resources is available, the Organization Development unit can guide the process of focusing, equipping, and engaging departmental management and staff in organizational planning, design, and implementation to assist in ensuring organization results in the most effective and efficient use of human resources. In advising on the overall organizational structure and process, the unit also assists with the supporting components of ensuring that accountabilities, interrelationships and reporting relationships are clear, logical and well defined.

Performance Management

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

Organizational Design

With good organizational design, a department, board or authority can make effective use of limited resources while providing the employees within that organization with opportunities for growth and fulfilling work. The structural design impacts on pay levels for positions, work relationships and workflow, which in turn can enhance or detract from effective service to the public or other client groups. The challenge is to provide a service that is actively sought by management prior to organizational change rather than during the final evaluation process when obstacles are more difficult to overcome.

Succession Planning

Succession and Workforce Planning advice and guidance is provided to managers to assist them with the ongoing process of assessing their workforce and taking proactive steps to ensure they have the right people in the right place at the right time.

Recruitment Support

The recruitment and retention of a qualified and capable northern public service is a priority of the GNWT. To this end, the Recruitment Support Unit is responsible for the provision of specialized recruitment advice, analysis and support as well as the development, planning and implementation of specialized recruitment programs, strategies and initiatives for the GNWT. These services include the co-ordination of the Northern Graduate Program (interns, teachers, nurses, social workers); casual employment; the Summer Student Employment Program (REP and PEP); Student Support (Bursaries), Mentorship Programs (CHN Development Program, Advanced Nurse Mentorship, Social Work Mentorship, etc.); and marketing and promotion.

A major challenge is to increase the availability of qualified individuals for positions within the public service by developing territorial, national and in some cases international recruitment strategies to attract potential applicants into hard to fill positions in the GNWT.

Northern Graduate Employment Program

The purpose of this program is to assist northern post-secondary graduates gain valuable work experience in their chosen field of study by offering them employment. The program provides development workshops and support for permanent placements following internships. Other elements of this program include:

- Employment promotion and recruitment;
- Graduate employment for nurses;
- Graduate employment for social workers;
- Graduate employment for teachers;
- Graduate internships (Public Service);
- Graduate transition program (Private Sector Internships);
- Career development workshops; and
- Job placement support.

Graduate Internship Program - The Graduate Internship Program provides up to one year of employment to recent graduates in their field of study. In 2007, 37 interns were hired, 35 of which were funded through the Program.

Graduate Employment Program - The Graduate Employment Program guarantees jobs to northern graduates. In 2007, 14 graduates were hired; nine nurses, one social worker and four teachers.

Northern Student Employment Program

The Northern Student Employment Program offers northern students with an opportunity to gain work experience through the summer within the GNWT. A major goal of this program is to expose students to the variety and depth of careers available within the Public Service and encourage them to consider the GNWT as a preferred employer after graduation. In 2007, 353 northern students were hired.

The program provides:

- Priority hiring status for students during the summer months, particularly for those jobs relevant to the students' areas of study;
- Information about potential summer employment;
- Orientation and career development workshops. Summer student orientations were held in Yellowknife, Fort Smith and Inuvik during the Summer of 2007;
- Exit interviews for students;
- Progressive Experience Program; and
- Relative Experience Program.

Progressive Experience Program - The Progressive Experience Program (PEP) achieves two objectives: to provide students with work experience directly related to their field of study and to allow departments, boards and agencies to develop relevant skills and experience in northern students. The majority of PEP participation occurs during the summer months as the program is geared toward summer students. In 2007, 77 students were hired through PEP.

Relative Experience Program - The Relevant Experience Program (REP) assists northern post-secondary students enrolled in health care or social services programs to gain experience within a NWT Health and Social Services Authority relative to their field of study. The program lasts up to 16 weeks (600 hours). Students work under the supervision of a health or social services professional in an acute care, or a regional/community office setting. In 2007, 48 students were hired through REP.

Marketing and Promotion

The Recruitment Support Unit is responsible for developing and implementing marketing and promotion activities to support the recruitment of a qualified public service. Recruitment initiatives continue to become more sophisticated with advances in technology, as does the GNWT's overall perception of how the public service must compete in attracting professionals to the unique opportunities available within the Northwest Territories. As the nation's demographics continue to shift, traditional methods of recruitment are becoming less relevant and effective.

Staffing Appeals

The staffing appeals process allows a GNWT employee or an affirmative action candidate, who has applied on a position in the UNW bargaining unit, to request a review of the competition if they believe that the competition process was flawed. The staffing appeal hearings provides objective reviews of the staffing process, including the application of the Affirmative Action Policy.

Appeals are heard by independent Staffing Review Officers. In 2007, there were a total of 47 appeals. Of these, four were withdrawn, 34 were denied and seven were upheld.

Casual Recruitment

The GNWT has an ongoing need for people to do work of a temporary nature for a specific period in a variety of areas. In order to shorten the time frame for hiring casual employees into the public service and minimize the workload of individual departments in the hiring process, new streamlined procedures were implemented on a pilot basis in 2007 that include:

- Pre-employment testing of individuals who are seeking administrative positions to ensure only qualified applicants are being forwarded to individual departments for interviews.
- Pre-screening has been introduced and reference are checked when a department shows interest in hiring an applicant
- Applications are contacted monthly and asked about their employment status in order to maintain an accurate and updated Casual Workforce database.

MANAGEMENT AND RECRUITMENT SERVICES

Management and Recruitment Services is responsible for implementing many human resource programs through contact with Senior Managers and line management in departments, boards and agencies. These human resource services are delivered through Human Resource Service Centres, located in Behchoko, Fort Simpson, Fort Smith, Hay River, Inuvik, Norman Wells, and Yellowknife.

The creation of Human Resource Service Centres at the regional level increases the ability to provide human resource clients including residents of the NWT, public servants and managers with timely and consistent human resource services.

The Human Resource Service Centres are responsible for the following human resource tasks:

- Human Resource Services
- Allied Health Recruitment

Human Resource Services

Responsible for providing general human resource services including recruitment, labour relations advice, job description preparation, employee development, support for human resource planning and employee recognition for all GNWT managers.

Recruitment

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals outside the public service is necessary in order to be able to provide vital programs throughout the North. Management and Recruitment Services implements recruitment strategies/initiatives designed to attract professionals to the North.

Hires	Separations	Transfers	Promotions
708	688	311	132

Direct Appointments

Direct appointments are used to support the hiring and development of employees. Direct appointments also allow for unique staffing circumstances to be addressed where recent recruitment efforts were unsuccessful. Direct appointments are approved by Cabinet. Some of the circumstances for direct appointments include (but are not limited to): interns, Management Assignment Program participant, Graduate Placement (Health professionals, Social Workers, and Teachers), Ministerial staff, etc. During 2007, 119 employees were appointed directly into positions. Of these appointments, 50 were indigenous aboriginal employees and 37 were indigenous non-aboriginal. Of the seven appointments to senior management, one was for a woman and one was for an indigenous aboriginal employee. In addition, two were to women in non-traditional occupations. Forty interns were direct appointed into positions, one direct appointment made to a social worker graduate and 18 made to employees direct appointed into ministerial positions (executive secretaries and executive assistants).

Employee Recognition

Management and Recruitment Services staff provide advice and support services for effective employee recognition in assigned department/boards

Labour Relations Advice
Management and Recruitment Services staff, as a front line human resource representative, assisted departmental managers in promoting healthy labour/management relations by assisting with labour relations issues, which may lead to arbitration or termination. Services were provided in collaboration with Labour Relations Specialists.

Job Description Preparation
Management and Recruitment Services staff ensure departmental managers receive assistance in the review of existing and the development of new job descriptions for all positions to be submitted for evaluation.

Employee Development
Management and Recruitment Services staff provides advice and support services for employee development in departments/boards by: providing advice to help management set priorities for training and development; preparing employee development plans and identifying options and opportunities for developmental activities for individuals and department/board-wide.

Support for HR Planning
In collaboration with Corporate Human Resource Services, Management and Recruitment Services staff provide strategic human resource management advice and human resource planning support to department/board senior management.

Allied Health Recruitment
The Allied Health Recruitment unit is responsible for specialized recruitment of public service allied health care professionals and results in the ability to identify and react to changes in health care personnel needs and the use of candidate pools to fill multiple needs across the NWT.

Allied Health Workers include Audiologists/Hearing Aide Practitioners, Dental Therapists, Laboratory Technologists/Technicians, Nutritionists/Dieticians, Occupational Therapists, Ophthalmology Technicians, Pharmacists, Physiotherapists, Respiratory Therapists and Speech/Language Pathologists.

Allied Health Care Professionals Hired

	2007
Beaufort Delta Health and Social Services Authority	45
Dehcho Health and Social Services Authority	12
Fort Smith Health and Social Services Authority	11
Sahtu Health and Social Services Authority	18
Stanton Territorial Health Authority	36
Tłı̨cho Community Services Agency - Health	19
Yellowknife Health and Social Services Authority	17
Total Allied Health Care Professionals Hired	**158**

Job Share
In January 2007, a new Job Share Letter of Understanding was approved allowing the GNWT to hire nurses on a job share basis, with a minimum rotation schedule of six weeks in and out. The previous minimum rotation schedule was three months. Since January 2007, 18 nurses have been hired into extended job share arrangements, filling ten previously vacant positions.

EMPLOYEE SERVICES

The Employee Services Division is responsible for processing pay and benefits for all GNWT full-time, part-time and casual employees, including the Health Authorities, Divisional Education Councils and the NWT Housing Corporation. The Division provides advice, assistance and counseling to employees on pension, superannuation, elections, employee benefits, and leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also includes medical and dental plans, medical travel, and removals. The Division is the contact point for the day to day operation issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider).

Areas included in Employee Services are:

- Payroll
- Benefits
- Data Management
- Help Desk

Payroll

Responsible for the production of regular and extraordinary pay for all GNWT employees, from a centralized payroll office. This section is responsible for the reconciliation and remittance of payroll on a timely and accurate basis in compliance with Federal and Territorial legislation. Payroll is responsible for the administration of the Canada Payroll Savings Plan and United Way contributions.

Employee Compensation

The GNWT provides its employees with a competitive salary. Approximately 16% of the average salary, $73,589, is made up of paid leave, such as annual, sick and special leave. A variety of pension and healthcare benefits provide for retirement, disability, dental, health care and other insurance benefits. In addition, federally regulated programs such as Canada Pension Plan and Employment Insurance are available.

The GNWT also provides a northern allowance to compensate employees for reasonable differences in the cost of living between Yellowknife and other NWT communities. Medical travel assistance, financial assistance for relocation and ultimate removal, and professional development and training are also provided.

The Public Service Management Insurance Plan is available to excluded and senior management employees. This plan provides basic and supplementary life insurance (including dependants), and accidental death and dismemberment insurance.

Salary and Wages

Salary and wages includes:

- Salary includes:
  - Regular pay;
  - Earned leave paid out such as annual, sick and special leave;
  - Retroactive pay; and
  - Responsibility pay (acting).
- Wages includes:
  - Overtime/Lieu Time;
  - Callback;
  - Miscellaneous including:
    - Allowances such as Instructor/Co-ordinator, Mentor, Nursing, Tool, and Uniform;
- Standby;
- Shift Premium; and
- Bilingual Bonus/Language Allowance.

General Allowances include:

- Northern Allowance - compensates employees for reasonable differences in the cost of living between Yellowknife and other communities in the NWT and provides general transportation assistance.
- Education Allowance - provides employees with a portion of their salary to support them while on education leave with pay.

Benefits

Employee benefits are provided out of seven Human Resource Service Centres. While the Service Centre managers report to the Director of Management and Recruitment Services, they have a functional reporting relationship to the Director of Employee Services related to benefits administration. By delivering these services out of the Service Centres, we respond more efficiently and effectively to our clients' requests.

Pension and Group Benefits

The GNWT cost-shares with the employee contributions and premiums required for federally regulated income protection programs including the Canada Pension Plan and Employment Insurance. The GNWT fully funds Workers' Compensation Board premiums.

The GNWT participates in benefit plans to supplement these federally regulated programs. Some of these plans include:

- The Federal Public Service Superannuation Plan, which provides employees with income after retirement;
- Disability Insurance (unionized employees) and Long-term Disability Insurance (non-unionized employees and senior managers), which provide up to 70% of salary to employees who become disabled and are unable to perform the duties of their position;
- Dental Plan under which the GNWT pays eligible dental services up to $1,000 a year per member;
- Public Service Health Care Plan, which provides coverage for specified services and products that are not covered under provincial/territorial health insurance plans; and
- Maternity and Parental leave.

Medical Travel/Removals

The GNWT provides its employees and their eligible dependants with Medical Travel Assistance to the nearest center where appropriate and necessary insured non-elective medical treatment is available.

Benefits/Leave Administration

Long term leave is administered by two Benefit Leave Officers, one located in the Yellowknife Service Centre and the other in the Fort Smith Service Centre. These positions are responsible for providing information to employees who wish to take a long term leave. Long term leave includes: maternity leave, parental leave, educational leave, deferred salary leave, relocation of spouse leave, disability leave, and sick leave. Employees are provided with all necessary information to ensure they receive their full entitlements based on the leave type for which they are applying.

Data Management

The section works closely with the Management and Recruitment Services Division and the Benefits and Pay Sections of Employee Services, to ensure that information on employees in HRIS is accurate and up-to-date, thereby ensuring that employees receive their full entitlements according to the appropriate collective agreement and/or Excluded or Senior Managers' Handbook.

Helpdesk

The Helpdesk is responsible for the provision of information to GNWT employees about human resource processes and services.

Occupational Categories

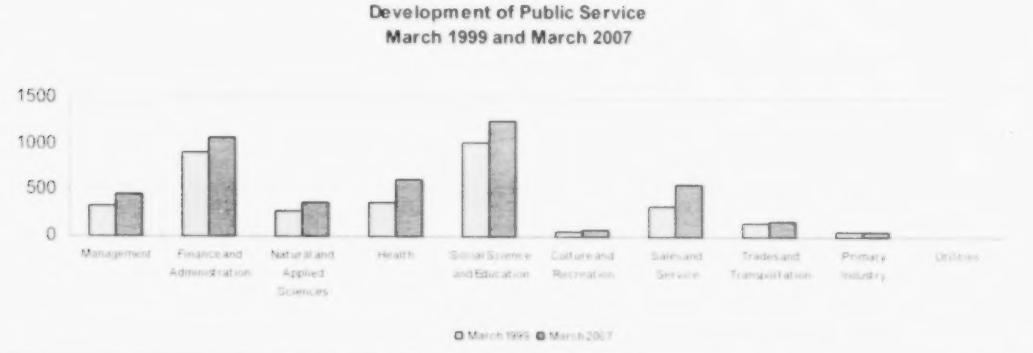
The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is comprised of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration**: Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker.
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry**: Fire Crew Member.
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator.

The occupational categories are used to indicate the general distribution of employees within the public service. This distribution is then broken down to show the occupational distribution of employees by gender, aboriginal status, average age, average salary and average length of territorial public service. This data may be used to monitor, track and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

The graph shows the number of positions by Occupational Category as of March 1999 (division of Territory) and March 2007.



Employment Type

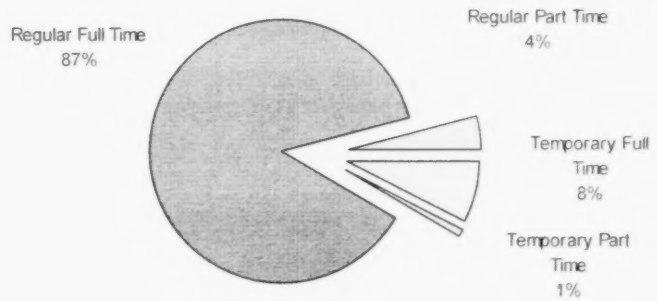
Those hired as full-time, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which their employment ceases. The majority of employees are hired on a regular and full-time basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

Relief workers are employees who work on an "as and when" shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.) Of the 4,725 employees in the public service, 326 are relief. Also within the public service there were 132 employees who work only during certain times of the year as seasonal employees.

Inactive employees are employees that have gone on some type of leave (with or without pay) during the year such as education leave, maternity leave, disability leave, parental leave, etc. Of the 4,725 employees in the public service there were 334 inactive employees.

At the end of 2007, 91% of the GNWT public service were working on a regular basis, while 9% were working on a temporary basis. Also, 95% of the GNWT public service held full-time positions, while 5% held part-time positions.

Employment by Regular, Temporary and Full/Part Time, 2007



Employee Retention

Employee retention is the measure of employees retained by the public service. In 2007, the employee retention rate was 85.3%.

Work Absence Rate

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and LOA for maternity/parental/adoption. For the 2007 fiscal year ending March 31, 2007, the work absence rate for the public service was 10.6 days.

Composition of the Public Service

At the end of December 2007, there were 4,725 employees in the public service. Approximately 58% of employees were located in departments (including Aurora College and NWT Housing Corporation), with approximately 16% in the Divisional Education Councils and 26% in the Health and Social Services Authorities.

The majority of employees, about 86%, were members of the UNW and the NWTTA. Excluded employees accounted for 10% of the public service, while senior management made up 4%.

Approximately 48% of employees were in employed in Headquarters and 52% were in the remaining five Regions.

The average employee was 44 years old, had a salary of $73,589 per year with 7.6 years of service.

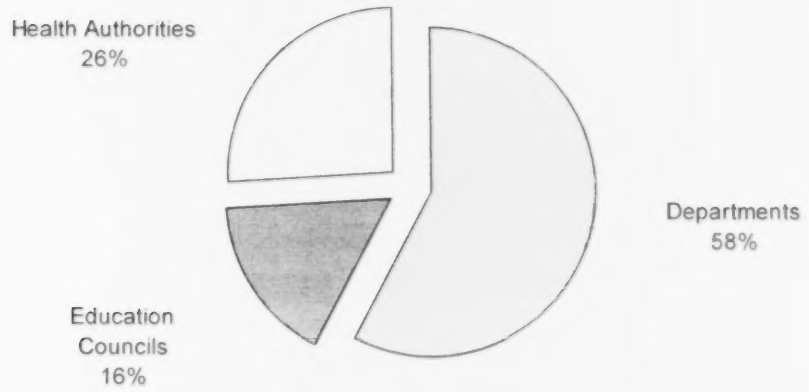
The average aboriginal employee was 44 years old, had a salary of $64,253 per year with 8.2 years of service.

The average non-aboriginal employee was 44 years old, had a salary of $77,825 per year with 7.3 years of service.

The average female employee was 43 years old, had a salary of $69,339 per year with 7.1 years of service.

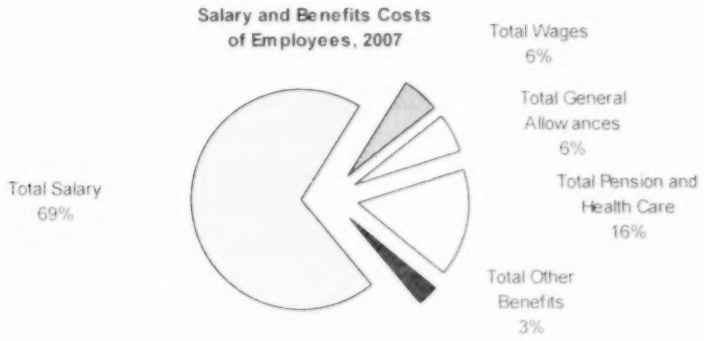
The average male employee was 45 years old, had a salary of $80,945 per year with 8.5 years of service.

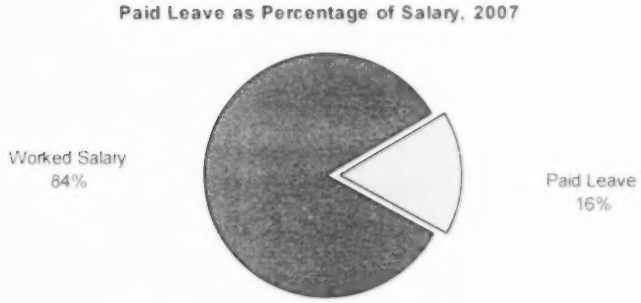
Public Service by Boards, Agencies and Departments at December 31, 2007

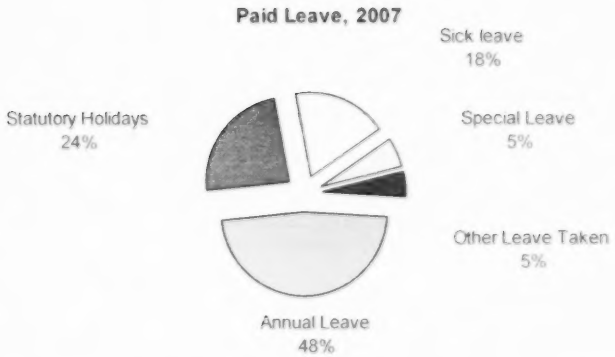


HUMAN RESOURCE COSTS

The cost of maintaining the GNWT public service is tracked for each calendar year. The first graph shows the breakdown of the Salary and Benefits costs for employees (including casuals). The Paid Leave as Percentage of Salary graph shows how much of the salary is worked and how much is paid leave. The Paid Leave graph shows the breakdown of the paid leave such as Annual, Statutory Holidays, Sick, Special and Other leave (includes maternity, parental, disability leave, winter bonus, etc.)


Salary and Benefits Costs of Employees, 2007
Total Wages 6%
Total General Allowances 6%
Total Pension and Health Care 16%
Total Other Benefits 3%
Total Salary 69%





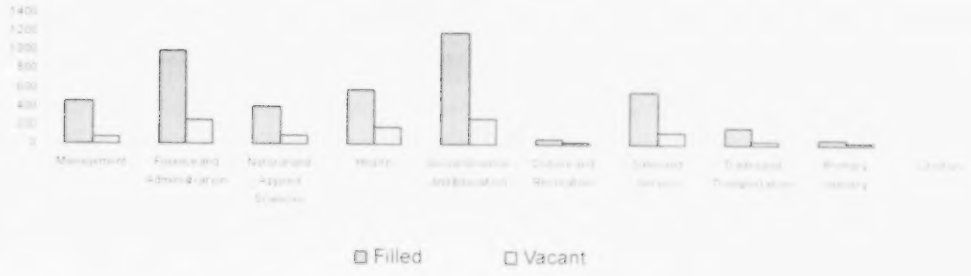
Salary and Benefit Costs of Employees
for year ended December 31 2007

Costs	2007
Salary	$340,610,000
Total Salary	**$340,610,000**
Overtime	$15,981,000
Call-back	$2,576,000
Miscellaneous*	$3,594,000
Standby	$3,676,000
Shift Premium	$1,398,000
Bilingual Bonus/Language Allowance	$491,000
Total Wages	**$27,716,000**
Northern Allowance	$25,551,000
Education Allowance	$1,549,000
Total General Allowances	**$27,100,000**
Superannuation	$44,100,000
Employment Insurance	$4,808,000
Canadian Pension Plan	$10,326,000
Worker's Compensation Plan	$1,455,000
Disability Insurance	$3,885,000
Dental	$3,292,000
Public Service Health Care Plan	$3,869,000
Maternity/Parental/Adoption Leave	$3,928,000
Public Service Management Insurance Plan	$1,403,000
Employee Family Assistance Program	$324,000
Total Pension and Health Care	**$77,390,000**
Medical Travel Assistance/Medivacs	$3,843,000
Removal In/Transfer	$2,758,000
Severance Pay	$3,250,000
Professional Development/Training	$3,194,000
Removal Out/Ultimate	$1,320,000
Total Other Benefits	**$14,365,000**
Grand Total	**$487,181,000**

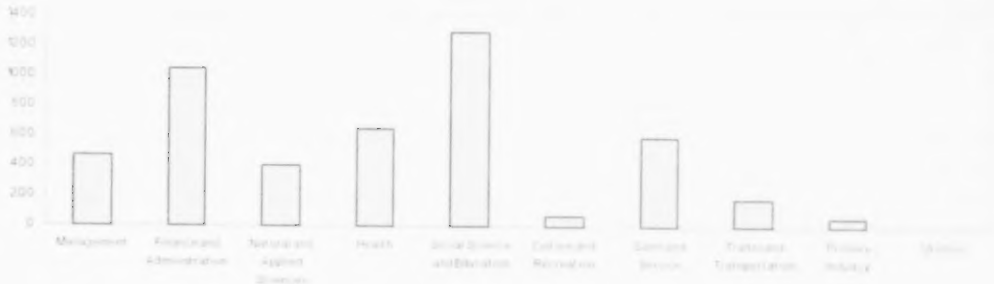
* Miscellaneous includes allowances such as Instructor/Co-ordinator, Mentor, Nursing Tool, and Uniform

TABLES

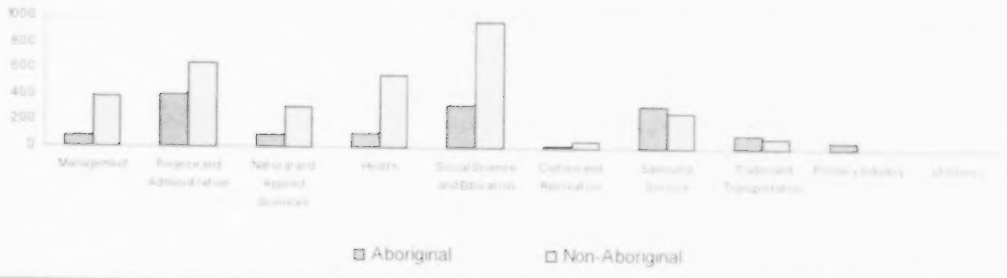
Positions by Occupational Category
at December 31, 2007



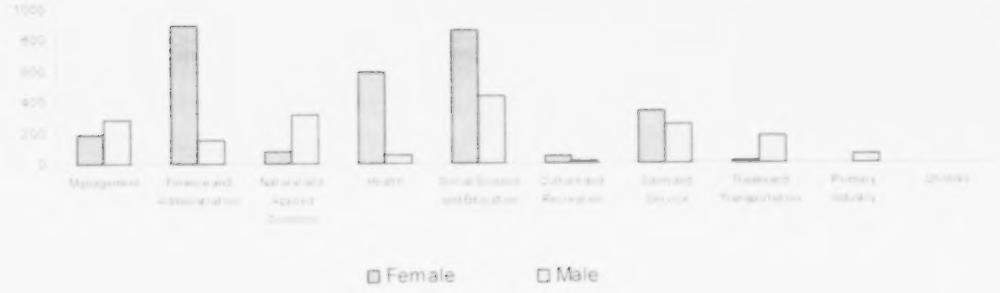
Employees by Occupational Category
at December 31, 2007



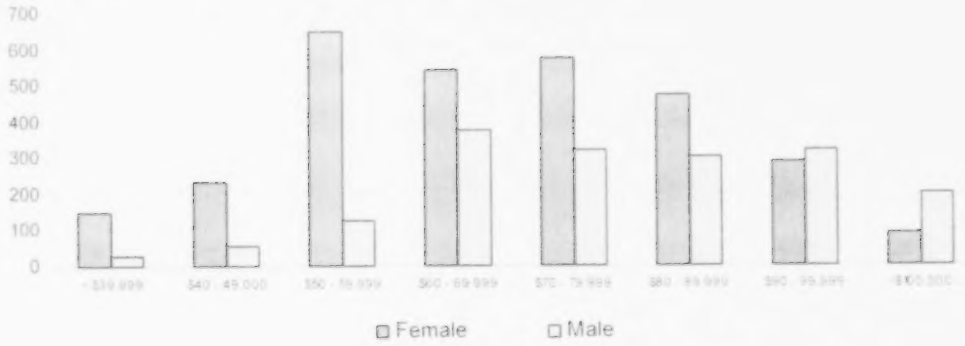
Aboriginal Employment by Occupational Category
at December 31, 2007



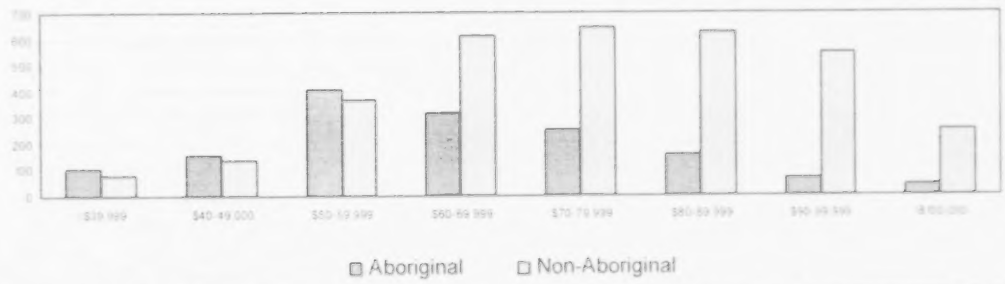
Employee Gender by Occupational Category
at December 31, 2007



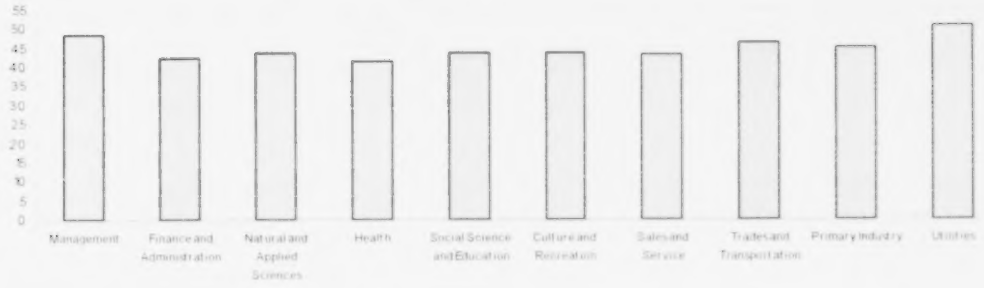
Salary Distribution, Gender
at December 31, 2007



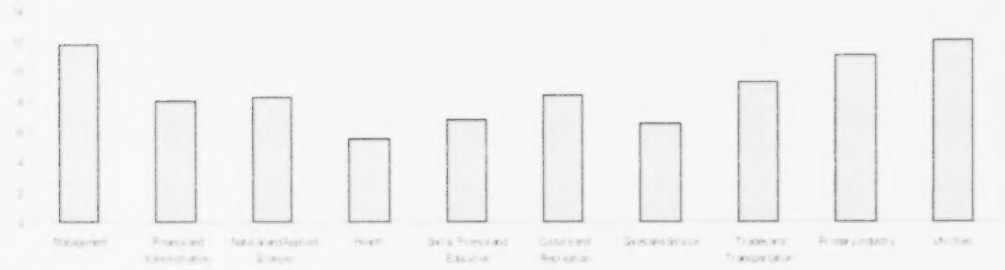
Salary Distribution, Aboriginal/Non-Aboriginal
at December 31, 2007



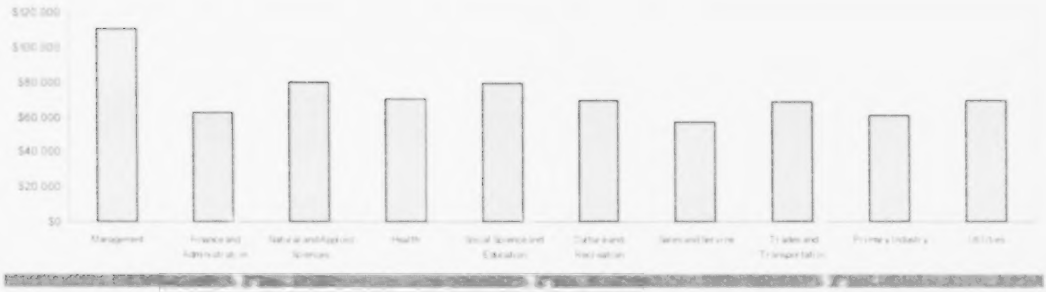
Average Age by Occupational Category,
at December 31, 2007



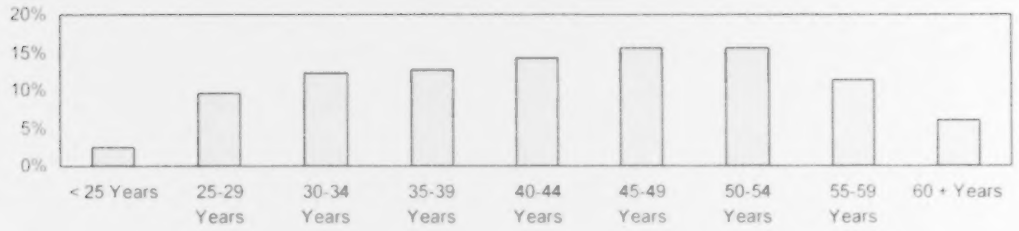
Average Years Territorial Public Service by Occupational Category
at December 31, 2007



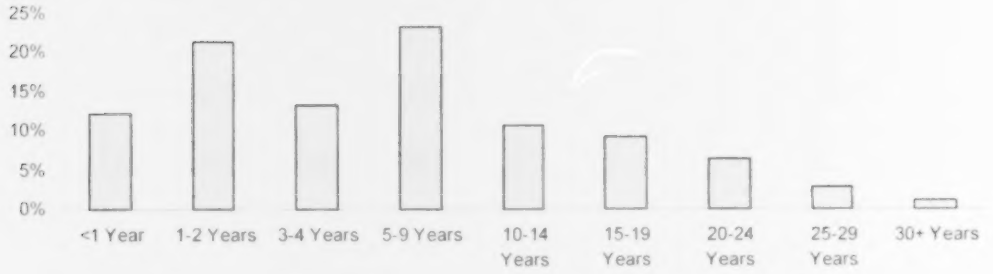
Average Salary by Occupational Category
at December 31, 2007



Employee Distribution by Age Group
at December 31, 2007

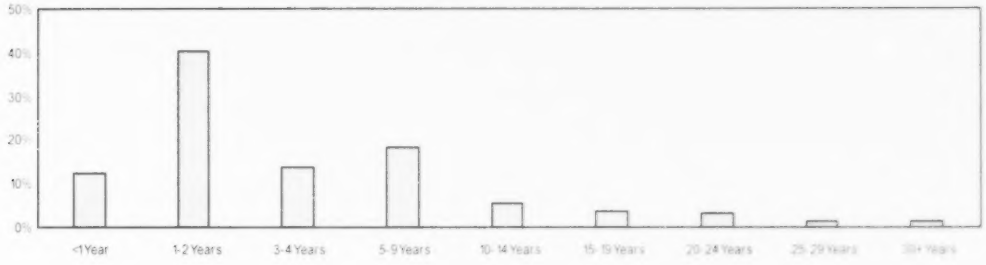


Employee Distribution by Years of Territorial Public Service
at December 31, 2007

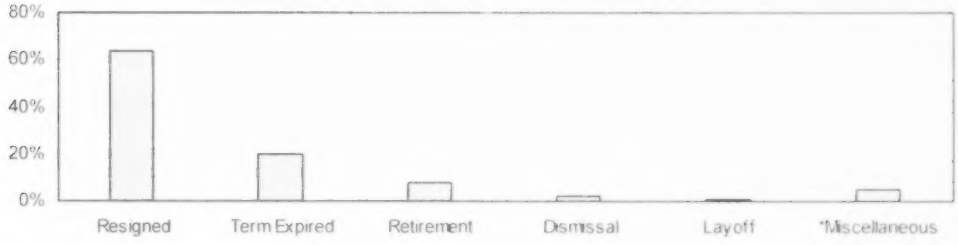


Turnover Rate by Occupational Category
at December 31, 2007

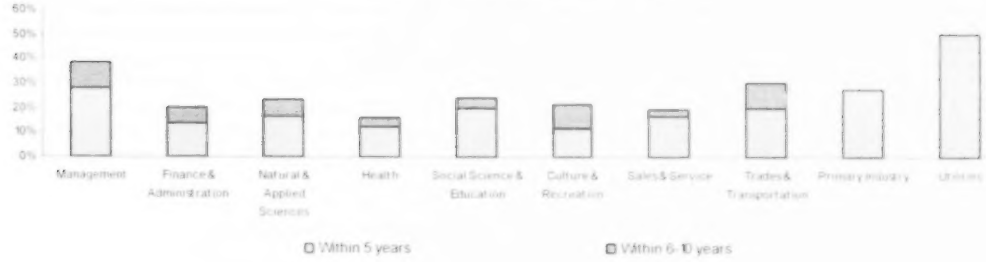
Separations by Years of Territorial Public Service,
January - December 2007



Separations by Reason for Leaving,
January - December 2007



Retirement Rate Projection over the next 10 years
by Occupational Category at December 31, 2007



Aboriginal Employee Distribution by Community at December 31, 2007

	2007		
Region/Community	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Detah	1		
Lutselk'e	24	8	33%
Yellowknife	2,266	367	16%
Headquarters/North Slave	**2,291**	**375**	**16%**
Aklavik	53	26	49%
Fort McPherson	59	30	51%
Inuvik	497	169	34%
Paulatuk	22	9	41%
Sachs Harbour	5	1	20%
Tsiigehtchic	10	5	50%
Tuktoyaktuk	41	18	44%
Ulukhaktok	34	14	41%
Beaufort Delta Region	**721**	**272**	**38%**
Fort Liard	44	20	45%
Fort Providence	59	37	63%
Fort Simpson	215	105	49%
Hay River Reserve	20	9	45%
Jean Marie River	4	2	50%
Kakisa	1		
Nahanni Butte	6	3	50%
Trout Lake	11	10	91%
Wrigley	15	13	87%
Dehcho Region	**375**	**199**	**53%**
Enterprise	14	3	21%
Fort Resolution	45	26	58%
Fort Smith	511	260	51%
Hay River	290	117	40%
Fort Smith Region	**860**	**406**	**47%**
Colville Lake	11	4	36%
Deline	42	24	57%
Fort Good Hope	41	21	51%
Norman Wells	119	33	28%
Tulita	35	13	37%
Sahtu Region	**248**	**95**	**38%**
Behchoko	188	109	58%
Gameti	12	5	42%
Wekweeti	6	3	50%
Whati	24	11	46%
Tłicho Region	**230**	**128**	**56%**
Total GNWT	**4,725**	**1,475**	**31%**

Aboriginal Employment at December 31, 2007

	2007		
Department/Council/Authority	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Aboriginal Affairs and Intergovernmental Relations	45	12	27%
Aurora College	220	70	32%
Education, Culture and Employment	213	76	36%
Environment and Natural Resources	254	133	52%
Executive	75	18	24%
Finance	45	8	18%
Financial Management Board Secretariat	62	14	23%
Health and Social Services	133	24	18%
Human Resources	164	52	32%
Industry, Tourism and Investment	193	58	30%
Justice	529	171	32%
Legislative Assembly	25	6	24%
Municipal and Community Affairs	138	46	33%
Northwest Territories Housing Corporation	104	34	33%
Public Works and Services	243	78	32%
Transportation	276	104	38%
Total for Departments and Agencies	2,719	904	33%
Beaufort Delta Divisional Education Council	200	57	29%
Commission Scolaire Francophone de Division	35		
Dehcho Divisional Education Council	106	40	38%
Sahtu Divisional Education Council	110	34	31%
South Slave Divisional Education Council	208	61	29%
Tłı̨cho Community Services Agency - Education	118	57	48%
Total for Education Councils	777	249	32%
Beaufort Delta Health and Social Services Authority	227	63	28%
Dehcho Health and Social Services Authority	78	39	50%
Fort Smith Health and Social Services Authority	126	67	53%
Sahtu Health and Social Services Authority	65	28	43%
Stanton Territorial Health Authority	487	55	11%
Tłı̨cho Community Services Agency - Health	82	51	62%
Yellowknife Health and Social Services Authority	164	19	12%
Total for Health and Social Services Authorities	1,229	322	26%
Total of Public Service	**4,725**	**1,475**	**31%**

	2007		
Region	**Total Employees**	**Aboriginal Employees**	**% Aboriginal Employees**
Headquarters/North Slave	2,291	375	16%
Beaufort Delta Region	721	272	38%
Dehcho Region	375	199	53%
Fort Smith Region	860	406	47%
Sahtu Region	248	95	38%
Tłı̨cho Region	230	128	56%
Total	**4,725**	**1,475**	**31%**

Indigenous Non-Aboriginal Employment as at December 31, 2007

	2007		
Department/Council/Authority	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Aboriginal Affairs and Intergovernmental Relations	45	10	22%
Aurora College	220	11	5%
Education, Culture and Employment	213	31	15%
Environment and Natural Resources	254	39	15%
Executive	75	18	24%
Finance	45	8	18%
Financial Management Board Secretariat	62	17	27%
Health and Social Services	133	20	15%
Human Resources	164	41	25%
Industry, Tourism and Investment	193	41	21%
Justice	529	76	14%
Legislative Assembly	25	6	24%
Municipal and Community Affairs	138	38	28%
Northwest Territories Housing Corporation	104	15	14%
Public Works and Services	243	35	14%
Transportation	276	55	20%
Total for Departments	2,719	461	17%
Beaufort Delta Divisional Education Council	200	3	2%
Commission Scolaire Francophone de Division	35		
Dehcho Divisional Education Council	106	2	2%
Sahtu Divisional Education Council	110		
South Slave Divisional Education Council	208	20	10%
Tłı̨cho Community Services Agency - Education	118		
Total for Education Councils	777	25	3%
Beaufort Delta Health and Social Services Authority	227		
Dehcho Health and Social Services Authority	78	2	3%
Fort Smith Health and Social Services Authority	126	2	2%
Sahtu Health and Social Services Authority	65		
Stanton Territorial Health Authority	487	45	9%
Tłı̨cho Community Services Agency - Health	82		
Yellowknife Health and Social Services Authority	164	12	7%
Total for Health and Social Services Authorities	1,229	61	5%
Total of Public Service	4,725	547	12%

	2007		
Region	**Total Employees**	**Indigenous Non-Aboriginal Employees**	**% of Indigenous Non-Aboriginal Employees**
Headquarters	2,291	427	19%
Beaufort Delta Region	721	13	2%
Dehcho Region	375	18	5%
Fort Smith Region	860	84	10%
Sahtu Region	248	3	1%
Tłı̨cho Region	230	2	1%
Total	4,725	547	12%

Aboriginals in Senior Management at December 31, 2007

	2007		
Department/Council/Authority	**Total Senior Management Employees**	**Aboriginals in Senior Management**	**% of Aboriginals in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	6	1	17%
Aurora College	7	1	14%
Education, Culture and Employment	15	6	40%
Environment and Natural Resources	11	3	27%
Executive	17	2	12%
Finance	6	1	17%
Financial Management Board Secretariat	7		
Health and Social Services	14	1	7%
Human Resources	6		
Industry, Tourism and Investment	21	1	5%
Justice	12	1	8%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	16	4	25%
Northwest Territories Housing Corporation	8	2	25%
Public Works and Services	10	2	20%
Transportation	13		
Total for Departments	174	26	15%
Beaufort Delta Divisional Education Council	2		
Commission Scolaire Francophone de Division	1		
Dehcho Divisional Education Council			0%
Sahtu Divisional Education Council	1		
South Slave Divisional Education Council			
Tłı̨cho Community Services Agency - Education	1	1	100%
Total for Education Councils	5	1	20%
Beaufort Delta Health and Social Services Authority	3		
Dehcho Health and Social Services Authority	2	1	50%
Fort Smith Health and Social Services Authority	2	1	50%
Sahtu Health and Social Services Authority	2		
Stanton Territorial Health Authority	4		
Tłı̨cho Community Services Agency - Health	2		
Yellowknife Health and Social Services Authority	5		
Total for Health and Social Services Authorities	20	2	10%
Total of Public Service	199	29	15%

	2007		
Region	**Total Senior Management Employees**	**Aboriginals in Senior Management**	**% of Aboriginals in Senior Management**
Headquarters/North Slave	148	15	10%
Beaufort Delta Region	17	2	12%
Dehcho Region	8	3	38%
Fort Smith Region	16	7	44%
Sahtu Region	7	1	14%
Tłı̨cho Region	3	1	33%
Total	199	29	15%

Women in Senior Management at December 31, 2007

Department/Council/Authority	2007		
	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management
Aboriginal Affairs and Intergovermental Relations	6	2	33%
Aurora College	7	4	57%
Education, Culture and Employment	15	10	67%
Environment and Natural Resources	11	3	27%
Executive	17	2	12%
Finance	6	1	17%
Financial Management Board Secretariat	7	2	29%
Health and Social Services	14	5	36%
Human Resources	6	6	100%
Industry, Tourism and Investment	21	4	19%
Justice	12	6	50%
Legislative Assembly	5	1	20%
Municipal and Community Affairs	16	6	38%
Northwest Territories Housing Corporation	8		
Public Works and Services	10		
Transportation	13		
Total for Departments and Agencies	174	52	30%
Beaufort Delta Divisional Education Council	2	1	50%
Commission Scolaire Francophone de Division	1		
Dehcho Divisional Education Council			
Sahtu Divisional Education Council	1		
South Slave Divisional Education Council			
Tłı̨cho Community Services Agency - Education	1	1	100%
Total for Education Councils	5	2	40%
Beaufort Delta Health and Social Services Authority	3	3	100%
Dehcho Health and Social Services Authority	2	2	100%
Fort Smith Health and Social Services Authority	2		
Sahtu Health and Social Services Authority	2		
Stanton Territorial Health Authority	4	4	100%
Tłı̨cho Community Services Agency - Health	2	1	50%
Yellowknife Health and Social Services Authority	5	2	40%
Total for Health and Social Services Authorities	20	12	60%
Total of Public Service	199	66	33%

Region	2007		
	Total Senior Management Employees	Number of Women in Senior Management	% of Women in Senior Management
Headquarters/North Slave	148	48	32%
Beaufort Delta Region	17	7	41%
Dehcho Region	8	4	50%
Fort Smith Region	16	5	31%
Sahtu Region	7		
Tłı̨cho Region	3	2	67%
Total	199	66	33%

Women in Non-Traditional Occupations at December 31, 2007

	2007		
Department/Council/Authority	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Aboriginal Affairs and Intergovermental Relations			
Aurora College	8	2	25%
Education, Culture and Employment	9	6	67%
Environment and Natural Resources	138	19	14%
Executive	1		
Finance	4		
Financial Management Board Secretariat	6	3	50%
Health and Social Services	6	1	17%
Human Resources	4	2	50%
Industry, Tourism and Investment	28	7	25%
Justice	19	2	11%
Legislative Assembly	1		
Municipal and Community Affairs	31	5	16%
Northwest Territories Housing Corporation	17	1	6%
Public Works and Services	113	11	10%
Transportation	140	6	4%
Total for Departments and Agencies	525	65	12%
Beaufort Delta Divisional Education Council	2		
Commission Scolaire Francophone de Division			
Dehcho Divisional Education Council	1		
Sahtu Divisional Education Council			
South Slave Divisional Education Council	1		
Tlicho Community Services Agency - Education	1		
Total for Education Councils	5		
Beaufort Delta Health and Social Services Authority	4	2	50%
Dehcho Health and Social Services Authority	1		
Fort Smith Health and Social Services Authority	1		
Sahtu Health and Social Services Authority			
Stanton Territorial Health Authority	18	3	17%
Tlicho Community Services Agency - Health	3	2	67%
Yellowknife Health and Social Services Authority	3		
Total for Health and Social Services Authorities	30	7	23%
Total of Public Service	**560**	**72**	**13%**

	2007		
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**
Headquarters/North Slave	257	43	17%
Beaufort Delta Region	81	16	20%
Dehcho Region	80	6	8%
Fort Smith Region	103	4	4%
Sahtu Region	23	1	4%
Tlicho Region	16	2	13%
Total	**560**	**72**	**13%**

Persons with Self-Declared Disabilities as at December 31, 2007

	2007		
Department/Council/Authority	**Total Employees**	**Persons with Self-Declared Disabilities**	**% of Persons with Self-Declared Disabilites**
Aboriginal Affairs and Intergovernmental Relations	45		0.0%
Aurora College	220		0.0%
Education, Culture and Employment	213	1	0.5%
Environment and Natural Resources	254	1	0.4%
Executive	75		0.0%
Finance	45	1	2.2%
Financial Management Board Secretariat	62		0.0%
Health and Social Services	133		0.0%
Human Resources	164	1	0.6%
Industry, Tourism and Investment	193	1	0.5%
Justice	529	2	0.4%
Legislative Assembly	25		0.0%
Municipal and Community Affairs	138		0.0%
Northwest Territories Housing Corporation	104	2	1.9%
Public Works and Services	243	4	1.6%
Transportation	276	1	0.4%
Total for Departments	2,719	14	0.5%
Beaufort Delta Divisional Education Council	200		0.0%
Commission Scolaire Francophone de Division	35		0.0%
Dehcho Divisional Education Council	106		0.0%
Sahtu Divisional Education Council	110		0.0%
South Slave Divisional Education Council	208		0.0%
Tlicho Community Services Agency - Education	118		0.0%
Total for Education Councils	777	0	0.0%
Beaufort Delta Health and Social Services Authority	227		0.0%
Dehcho Health and Social Services Authority	78		0.0%
Fort Smith Health and Social Services Authority	126	1	0.8%
Sahtu Health and Social Services Authority	65		0.0%
Stanton Territorial Health Authority	487	3	0.6%
Tlicho Community Services Agency - Health	82		0.0%
Yellowknife Health and Social Services Authority	164	1	0.6%
Total for Health and Social Services Authorities	1,229	5	0.4%
Total of Public Service	4,725	19	0.4%

	2007		
Region	**Total Employees**	**Persons with Self-Declared Disabilities**	**% of Persons with Self-Declared Disabilites**
Headquarters/North Slave Region	2,291	12	0.5%
Beaufort Delta Region	721	2	0.3%
Dehcho Region	375	2	0.5%
Fort Smith Region	860	3	0.3%
Sahtu Region	248		0.0%
Tlicho Region	230		0.0%
Total	4,725	19	0.4%

Employee Turnover as at December 31, 2007

	2007
Department/Council/Authority	**Percentage Turnover**
Aboriginal Affairs and Intergovermental Relations	11.4%
Aurora College	17.6%
Education, Culture and Employment	13.3%
Environment and Natural Resources	11.0%
Executive	15.3%
Finance	9.1%
Financial Management Board Secretariat	14.1%
Health and Social Services	16.2%
Human Resources	13.1%
Industry, Tourism and Investment	14.1%
Justice	11.9%
Legislative Assembly	23.1%
Municipal and Community Affairs	17.5%
Northwest Territories Housing Corporation	11.1%
Public Works and Services	9.2%
Transportation	11.9%
Beaufort Delta Divisional Education Council	24.2%
Commission Scolaire Francophone de Division	12.5%
Dehcho Divisional Education Council	16.3%
Sahtu Divisional Education Council	16.7%
South Slave Divisional Education Council	10.8%
Tłı̨cho Community Services Agency - Education	14.8%
Beaufort Delta Health and Social Services Authority	20.1%
Dehcho Health and Social Services Authority	19.5%
Fort Smith Health and Social Services Authority	13.5%
Sahtu Health and Social Services Authority	16.9%
Stanton Territorial Health Authority	18.5%
Tłı̨cho Community Services Agency - Health	11.8%
Yellowknife Health and Social Services Authority	14.6%
Overal Average	**14.7%**

	2007
Region	**Percentage Turnover**
Headquarters/North Slave Region	14.8%
Beaufort Delta Region	19.9%
Deh Cho Region	13.7%
Fort Smith Region	9.7%
Sahtu Region	17.4%
Tłı̨cho Region	15.0%
Overall Average	**14.7%**